



**Solicitation**  
**Seeking a Human Resources Consultant**  
**To Perform a Scope of Work**  
**To Develop Policies and Procedures for Compensating the Executive Director**

**BACKGROUND**

Incorporated in 2004 as a 501c3 nonprofit organization, the Montgomery County Collaboration Council for Children, Youth and Families (MCCC) is the Montgomery County government’s designated Local Management Board (LMB). Each Maryland jurisdiction has a mandated LMB whose purpose is to be a catalyst for agencies and other groups to collaborate to achieve positive results in the community. Details are found at <http://goccp.maryland.gov/children-and-youth/local-management-boards/>. Approximately 27% of MCCC’s revenue in its FY23 budget of nearly \$7 million comes from the Governor’s Office of Crime Prevention, Youth and Victims Services.

Most LMBs are part of local government; Montgomery County government determined that it was advantageous to have its LMB be a nonprofit organization to be seen as an entity that 1) promotes collaborative dialog and decision-making; efficiently procures direct services; and 2) can raise philanthropic dollars. The Montgomery County Code contains the establishing legislation. As a result, MCCC is also required to adhere to policies and procedures for the County’s Board, Committees and Commissions, including compliance with the Maryland Open Meetings Act. Further information about MCCC’s mission and work is at <https://collaborationcouncil.org/about/>. Approximately 62% of FY23 budget is from Montgomery County.

MCCC’s 21-member Board is unique in that 12 of its members must be senior leaders of certain specified public agencies with the remaining 9 private community members. All are appointed and approved by the County Executive and County Council. This composition contributes to the MCCC’s label as a quasi-public nonprofit.

The above background serves to convey the unique confluence of visibility, expectations, and oversight of MCCC. While the MCCC has implemented various components needed to recruit, hire, evaluate and compensate its ED with the support of human resources consultants and its attorney, there is no comprehensive set of policies and procedures for the Board to use for 1) immediate decision-making regarding the current ED’s compensation decisions and 2) as the protocol to use over time. Thus, the Board is seeking external human resources expertise to help it create these policies and procedures to further ensure that MCCC is doing its best to employ and support an ED that successfully advances the mission. The Consultant will work with the Ad Hoc Committee for Executive Director Compensation comprised of Board members.

**PURPOSE OF SOLICITATION**

To secure a qualified consultant to work with the Ad Hoc Committee on Executive Compensation to create policies and procedures that

- 1) Ensure that the CC has compensation (salary and benefits) levels that are competitive in attracting and retaining a qualified Executive Director (ED)
- 2) Provide for changes in compensation based on a formal assessment of the performance of the ED.
- 3) Recognize the Board's responsibility for annually approving the ED's compensation

These policies and procedures would then be approved and implemented by the Board of Directors with an established periodic review time to identify any needed changes.

## **DETAILED DELIVERABLES**

### **Phase 1. Determining FY23 Compensation for the Current ED**

The consultant will provide the Ad Hoc Committee with the following

- Descriptions of relevant Federal laws and regulations regarding executive level compensation (salary and benefits), especially regarding IRS "reasonableness"
- Recommendations regarding using the current performance evaluation tool/process to determine the new ED compensation for FY23
- Brief scan of recent compensation increases by similar organizations and ED responsibilities

The Consultant will be provided with relevant information and guidance documents provided by the prior human resources consultant.

### **Phase 2. Developing Standing Policies and Procedures**

The consultant will provide the Ad Hoc Committee with the following:

- Effective practices on the responsibilities and roles of nonprofit Boards in setting executive level compensation
- Examples of policies and procedures used by nonprofit organizations of a similar size, mission, and location/market as the Collaboration Council in determining initial compensation, performance assessment and subsequent compensation increases based on performance
- Data on current ranges or levels of compensation paid by nonprofits of similar size as the CC to Executive Directors performing similar responsibilities with similar qualifications as the CC Executive Director
- Draft of a comprehensive set of policies and procedures to be adopted by the Board

**NOTE: Both phases can be integrated into one comprehensive product so long as the more immediate timeline for Executive Director compensation is met.**

## **CONSULTANT COMPETENCIES**

- Knowledge of current nonprofit laws regarding compensation of nonprofit EDs
- Extensive experience in completing the above deliverables
- Experience in working with small to medium nonprofit Boards/committees in doing similar work
- Experience in compensation policy development that is based on organizational values that promote equity, diversity and inclusion
- History of successfully completing work in a timely manner

## **DESIRED TIME FRAME FOR COMPLETION OF WORK**

- Time is of the essence.
- Completion of Phase 1 by January 31, 2022
- Completion of Phase 2 by March 30, 2023 for FY2024 decision-making

### **PROPOSAL SUBMISSION PROCEDURES**

- Email a 4-page letter of interest (LOI) in pdf format detailing experience in the above competencies to HR@collaborationcouncil.org
- Put your firm's name in the subject line
- Indicate any Minority-, Female- and Disabled-Owned Businesses (MFD) certification
- Deadline: November 30, 5:00 p.m. EST

### **CONSULTANT SELECTION PROCESS**

- The Ad Hoc Committee will review the submissions and select at least the two most qualified to interview and who would be available to interview and complete the deliverables during the specified time frame.
- The invited applicants should be prepared to answer the following questions during the interview:
  - Elaborate on experience described in the LOI
  - Describe the consultant's approach to completing the detailed deliverables listed above, including perceived challenges
  - A fee schedule with an estimated total cost to complete the scope of work
  - An example of prior work with a nonprofit corporation/client references
  - Contact information for two references of prior or current clients
- A contract will be executed with the selected applicant outlining the deliverables (task/timeline) and fee to be paid.